

OTR HISTORY
OTR GENERAL

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5. Staffing the Training Function

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As of June 30, 1953 the T/O for the Office of Training contained around [REDACTED] positions of which 150 slots were for Junior Officer Trainees. Of the [REDACTED] remaining positions, about one-third were for instructors.

The maintenance and development of the training base at [REDACTED]

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25X1A2d1 the plans for [REDACTED] required a large number of support positions.

This T/O was established when a large scale FM training requirement had been laid on OTR.

The on duty strength of the Office of Training as of June 30, 1953 was [REDACTED] civilians. This was just over one-half of the T/O as of that date. The Director of Training explained the discrepancy between the on duty strength and the authorized strength on the following grounds:

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the low priority of the Office of Training on recruitment, the over-
all agency clerical shortage, the delay in implementing the Junior
Officer Trainee program, the delay in approval of the maritime train-
ing program, and the difficulties encountered in recruiting operation-
ally experienced personnel as instructors for the operational courses.

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In 1953 the Office of Training had a large overtime expense at [REDACTED]
since the shortage of personnel there, the continuous operation of
field courses and the use of night projects to train under simulated
field conditions created a work load that required overtime.

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JOB NO. [REDACTED] BOX NO. [REDACTED] FID NO. [REDACTED] DOC NO. 36 NO CHANGE
IN CLASS/ DECLASS/ CLASS CHANGED TO: TS S CRET. JUST 22
NEXT REV DATE 09 REV DATE 24/4/56 REVIEWER 006135 TYPE DOC. 36
NO. PGS 4 CREATION DATE [REDACTED] ORG COMP 11 CFI 11 ORG CLASS S
REV CLASS S REV COORD. AUTH: HR 703

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The Management Staff recommended in January 1955 that [REDACTED] civilian operating positions and [REDACTED] military operating positions would be a more accurate statement of operating positions necessary to staff the Office of Training.^{1/} This did not include the [REDACTED] slots that were authorized at that time for Junior Officer Trainees nor did it include the [REDACTED] military slots assigned for the placement of agency personnel and trainees called up for military service. The Management Staff claimed that the figure it proposed for the operating training elements was based on an evaluation of the courses to be conducted, their frequency and duration, the number of actual classroom hours required from instructors, the portion of instructor time required for preparation of material, and other factors pertinent to the particular element and its type of subject matter.^{2/}

As of December 31, 1956 the T/O was [REDACTED] the ceiling was [REDACTED] and the on duty strength was [REDACTED].^{3/} Of the latter about [REDACTED] were military. Thus, there was no longer a big gap between the on duty strength and the authorized strength. The on duty strength increased during the period and the T/O was decreased.

Among the conditions contributing to this trend was the growing recognition on the part of officials in the Clandestine Services of the need for releasing experienced operators, either for temporary duty or by rotation, for instructor assignments in CTR. DD/P issued a

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regulation which facilitated rotation of experience operators from the Clandestine Services to OTR on a regular basis. ^{1/} At the end of the period there was an adequate supply of instructors who had had field experience in FI, PP, and PM fields. A number of former station chiefs were assigned to OTR for their headquarters tour of duty.

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The Career Service program emphasized the distinction between temporary and permanent employees of OTR. The permanent staff of professional employees was small in relation to the tasks to be performed. The Office of Training Career Service Board considered its primary objective to be career planning for progressive development of all permanent members of the OTR staff. ^{2/} Career development programs were compiled for individual members of the staff which incorporated the self-analysis and aspirations of individuals and the considered judgment of supervisors and reviewing officers as reflected in the personnel fitness reports. The Office of Training Career Service Board reviewed development plans for individuals with training as their career designation in terms of their training, assignment, advancement, rotation, and promotion.

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^{2/} Office of Training Notice No. 13-23, 20 April 1953, Career Designations, SECRET, in Records Center Job

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The Language and Area School illustrated how a small permanent professional staff could direct instruction in a large and increasing number of courses. External instruction facilities were used throughout the period. The School used private institutions on a contract basis and obtained full assistance from other government agencies with well-established language and area training facilities. Internal instruction expanded more rapidly than external. / To the small regular School staff were added in increasing numbers during the period/contract employees, some full-time and some part-time, non-CTR staff and contract employees on detail to the School, and staff employees serving as volunteer language instructors in the out-of-hours Voluntary Language Training Program. Expanding an increasing number of Area courses relied ~~more and more~~ upon guest lecturers from within and without the Agency.

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